

AF

## Staff Summary Sheet

	To	Action	Signature (Surname), Grade, Date		To	Action	Signature (Surname), Grade, Date
1	SAF/AQ	Coord	<i>[Signature]</i> 13 AUG 1999	6	SAF/FM	Coord	Hale, 7/30/99
2	AF/ST	Coord	Hasting, 7/23/99	7	SAF/LL	Coord	Mosely, 7/30/99
3	AF/TE	Coord	Manclark, 8/2/99	8	SAF/SN	Coord	McCormick, 8/20/99
4	AF/XO	Coord	McCarthy, 8/5/99	9	AF/OC ✓	Sign	<i>S/Lyles</i> 30 AUG
5	AF/XP	Coord	<i>[Signature]</i> 8/19/99	10			

Grade and Surname of Action Officer

Major McNutt

Symbol

SAF/AQXA

Phone

588-7129

Suspense Date

29 July 1999

Subject

AF Response to "Implementing Cycle Time Reduction"

SSS Date

26 July 1999

Summary

1. Purpose: This is to respond to USD(A&T) letter on "Implementing Cycle Time Reduction Recommendations".

2. Background. Reducing the time to develop and field new weapons and systems is essential to making our acquisition process more responsive to the changing needs of the warfighter, delivering the most current technology to our warfighter, while at the same time lowering those systems' costs and minimizing program instability. Today's major ACAT programs take on average 11 years to go from Milestone 1 to IOC. The Air Force has been a leader in developing the supporting research, tools, practices, and infrastructure to support a significant reduction in the acquisition response time. Air Force sponsored programs, such as the Lean Aerospace Initiative and the Air Force Cycle Time Reduction Team, have identified the causes and necessary actions to begin to reduce our development times.

The Air Force has developed, championed, or supported all but one of the items outlined in Dr Gansler's letter (Cost of Delay Analysis (AF Developed/Championed), Evolutionary Acquisition Policy as the preferred approach (AF supported), Use of Technology Demonstrations (AF supported), and Analyzing Technology Market Conferences (not addressed), and Time-Phased Requirements (AF championed). These steps alone are unlikely to achieve the desired objectives. Changes must also be made in the priority we place on schedules, effective incentives must be provided to both government and contractors, we must have effective tools to develop and evaluate proposed schedule, and we must address our project selection and resource allocation processes. These are necessary steps to reduce the time it takes the acquisition community to respond to the warfighter equipment due to changing threats, changing strategies, and changing technologies. Such changes will allow us to have a more responsive and effective acquisition system will be better able to support the changing needs of our warfighter.

3. Discussion. The steps identified by Dr Gansler are necessary but alone are insufficient to achieve the desired objectives for reducing development times.

4. Recommendation. Sign response letter with proposed attachments. Schedule briefing on AF cycle time reduction efforts at AF Board or Board of Director's Meetings.

*[Signature]*

Gary D. Dills, Colonel, USAF

Associate Deputy Assistant Secretary

(Management Policy &amp; Program Integration)

Assistant Secretary (Acquisition)

588-7129

Attachment:

1. USD(A&amp;T) Memo

2. Proposed VCSAF Letter to USD(A&amp;T)

9904073

SCATs 1999-14907